

# **STRATEGY 2020:** **THE NEXT THREE YEARS**



Canadian Dam Association  
Association canadienne des barrages

---

## TABLE OF CONTENTS

<b>A. INTRODUCTION</b>	<b>1</b>
A.1 BACKGROUND	1
A.2 VISION, MISSION, AND GOALS	2
A.3 STRATEGIC PLANNING PROCESS	2
A.4 MEMBER CONSULTATION	3
A.5 STRATEGIC PRIORITIES & INITIATIVES	5
<b>B. STRATEGY</b>	<b>6</b>
B.1 TECHNICAL KNOWLEDGE AND GUIDANCE	6
B.2 MEMBER/STAKEHOLDER ENGAGEMENT	8
B.3 PROFESSIONAL DEVELOPMENT	11
B.4 GOVERNANCE AND OPERATIONS	13
<b>C. APPENDICES</b>	<b>16</b>
APPENDIX I CDA'S PERFORMANCE ON 7 OVERARCHING GOALS	16
APPENDIX II CDA'S PERFORMANCE ON SEVEN METRICS	17
APPENDIX III WHAT CDA "SHOULD DO"	18

## *A. INTRODUCTION*

### *A.1 Background*

The Canadian Dam Association (CDA) was formed in 1997 by a merger of two existing associations - the Canadian Dam Safety Association and the Canadian National Committee on Large Dams.

CDA focuses on promoting excellence in dam engineering, construction and operation. Members include dam owners, consultants, suppliers, representatives from dam regulatory bodies, and other interested parties.

Through an active and dedicated group of expert volunteers, CDA develops and publishes guidelines and technical bulletins on topics such as dam safety and public safety around dams. CDA holds a well-attended annual conference and offers training and networking events.

CDA represents Canada on the International Commission on Large Dams (ICOLD) participating in or leading ICOLD activities and committees.

Over the years, CDA has held several strategic planning exercises to review and refine its objectives and direction. The last such exercise was held in 2015, but a formal CDA strategic plan or multi-year business plan was not formulated. Since that time, much of CDA's focus has been on the CDA International Strategy and Plan (2016-2020) that culminated in delivery of ICOLD 2019 in Ottawa: the annual meeting and symposium of ICOLD that gathered 1500 delegates from around the world. In addition, CDA has also continued to experience growth in the number and scope of its activities since 2015. With the successful completion of ICOLD 2019, the time is appropriate to review CDA's activities, resources and objectives.

CDA has established itself as being essential to the dam community in Canada and important internationally. Requests for CDA products, services and collaboration continue to grow. Increasing demands on the time of volunteers and staff cannot be met by the current human resources of the Association. As a result, CDA's Board of Directors

initiated a process to develop a strategic plan for the next three years that focuses primarily on tactical and governance projects as opposed to CDA's overall strategic direction.

## *A.2 Vision, Mission, and Goals*

### *Vision*

A future in which all dams are safe, well-managed, and of benefit to society.

### *Mission*

To encourage cooperation, advance technical knowledge, and build competency related to dams in Canada and internationally.

### *Goals*

Seven overarching goals guide the activities of the CDA:

1. Encourage responsible practices and management throughout the life cycle of dams
2. Continually improve information on, and knowledge of, dams
3. Foster an awareness and understanding of dams and related issues
4. Generate, disseminate and exchange information and knowledge related to dams
5. Support the development of skills and expertise in dam disciplines
6. Provide broad representation of the dam community in Canada
7. Contribute the Canadian perspective to the international dam community

## *A.3 Strategic Planning Process*

The Board of Directors approved a formal review of the Association's services and ability to satisfy member needs. Working with an independent consultant, the Board initiated a collaborative process to develop a 3-year strategic plan.

To ensure a well-founded understanding of important issues, interviews were conducted with 22 CDA members, including Directors, former Directors, committee Chairs, and the Executive Director of a peer organization. Following these interviews, 370 members provided input to the planning process through an online survey. Finally, 22 of the members who had volunteered to participate in the planning process provided their thoughts on the political, economic, social, technological, legal, and environmental (PESTLE) factors that could affect CDA's future.

On February 26, 2020, 14 members and staff participated in a facilitated workshop designed to identify and focus the planning process on specific opportunities and challenges. During this process, participants tentatively identified four major initiatives and a number of related projects.

Following the workshop, these initiatives and projects were further developed in meetings of the Strategic Planning Committee and presented to the Board of Directors for approval in April 2020. The plan was further refined following consultation with various CDA committees.

Execution of *Strategy 2020: The Next 3 Years* will focus on advancing these priorities, enabling the CDA to support its Mission while aligning its activities with its Vision of *a future in which all dams are safe, well-managed, and of benefit to society*.

Although this plan has extensive tactical content, the Strategic Planning Committee has identified four strategic initiatives to provide direction over the next three years while putting in place an operational structure that will both provide immediate benefit to the CDA membership and enable the next strategic plan to consider the broader role of the CDA in Canada.

## *A.4 Member Consultation*

Detailed findings from the interview program as well as the member and PESTLE surveys were shared with all who participated in the planning process. This research proved extremely valuable in uncovering specific challenges and opportunities, thus providing focus for the planning process.

The online survey contained three areas in which respondents were asked for their opinion on a number of statements. In one area, members were asked to rate CDA's performance against the Goals presented in Section A.2. In another, members had the opportunity to express their level of agreement with seven performance measures. In the third, members were asked to voice their support for a number of enhanced or new services. For details, see Appendices I, II, and III.

Highlights from the research program fall under the following themes.

**ATTRACTING QUALIFIED ENGINEERS** There is the perception that a small and diminishing number of engineers choose a career in dams and suggested that CDA could play a leadership role in promoting careers in dams at the university level.

**BOARD OF DIRECTORS** Clarification of the role of the Board of Directors as a whole and the roles and responsibilities of individual Board members, were identified as challenges.

**CDA'S CAPACITY** While more than 90% of online respondents agreed that CDA is doing an excellent job of serving the Canadian dam industry, some expressed concern about the ability of this largely volunteer organization to do more for members or to maintain the current level of service.

**COMMUNICATIONS** While 86.3% of survey respondents felt *CDA does an excellent job of communicating with members*, there were many suggestions for areas in which improvements would be possible.

**DAM SAFETY GUIDELINES** Respondents overwhelmingly identified the Dam Safety Guidelines as the most important product of CDA, and voiced their desire for timely, accessible and highest-quality guidance.

**SMALL OWNERS** Respondents opined that CDA products and services must be equally relevant for the whole range of dams and dam owners, and that membership has to be more relevant for small owners.

**PROFESSIONAL DEVELOPMENT** This was an important theme in responses. Members had numerous comments on training and professional development and how the Association could improve in these areas.

**VOLUNTEERING** Many respondents expressed an interest in volunteering with the CDA. The CDA relies extensively on enthusiastic and expert volunteers but there are challenges in effectively engaging volunteers.

**YOUNG PROFESSIONALS** Members had numerous suggestions for making the Association more attractive to young professionals.

## *A.5 Strategic Priorities & Initiatives*

The strategic initiatives outlined in this plan will have a significant and beneficial impact on the future of the Canadian Dam Association and its position as the respected authority on dams in Canada and abroad.

### *1. Knowledge and Guidance*

Continue to develop and transfer knowledge and guidance related to dams, with consideration of society's evolving values and expectations.

### *2. Member/Stakeholder Engagement*

Actively engage members and stakeholders by reinforcing and promoting CDA's resources and value proposition.

### *3. Professional Development*

Enhance CDA's offering and delivery of professional development opportunities related to dam safety.

### *4. Governance and Operations*

Develop sustainable governance and operational structures to support CDA's mission and strategic initiatives.

## *B. STRATEGY*

### *B.1 Technical Knowledge and Guidance*

*Continue to develop and transfer knowledge and guidance related to dams with consideration of society's evolving values and expectations.*

#### *B.1.1 What Success Will Look Like*

In three years, CDA will have a roadmap for ongoing documentation of technical knowledge and guidance related to dams. Specifically, we will have:

- published the technical guidance currently in draft
- identified the guidance needs of stakeholder groups (e.g. owners, regulators, consultants)
- identified gaps and established plans for closing the gaps in available guidance, and
- developed and implemented processes so that CDA technical committees can work effectively and efficiently to incorporate best Canadian and international practices and knowledge in CDA guidance publications.

#### *B.1.2 Current Situation*

CDA has taken the leadership role in the Canadian dam community, such that CDA publications have become the primary reference documents for dam owners, regulators and consultants. These users rely on CDA publications for high quality and currency of guidance.

The publications are developed by working groups under the direction and oversight of CDA Committees, with some coordination support from paid staff. Upon completion and approval by the Committees, the documents are accepted for publication by the Board of Directors. The development process can take several years as it involves collaboration



among volunteers, input from a wide range of stakeholders, and achievement of consensus on good practice.

The technical quality of CDA publications is ensured by involvement of many contributors and stakeholders, and thorough quality review. International perspectives and advances in international best practices are incorporated through involvement of CDA members in ICOLD committees.

At present, a number of guidance documents remain in draft format, some having been unresolved for months and longer. Delays in finalizing these documents are the result of several factors, including

- the sheer amount of work involved in developing and updating documents
- the difficulty of obtaining consensus among professionals
- conflicting demands on the time and efforts of volunteers
- absence of oversight procedures and resources to support CDA committees.

Once published, technical guidance should be reviewed and updated periodically. Although the CDA has a process for doing so, the Association relies heavily on expert volunteers to lead the process. As a result, the process is not efficient and is not regularly applied to all guidance documents.

One of CDA's goals is to provide broad representation and support to the dam community in Canada. However, there is a perception that guidance documents are oriented more to large operators than to small owners, and that significant needs of the smaller owners have not been met.

### *B.1.3 Projects*

1. Develop a plan to finalize technical guidance documents currently in draft form, establish and communicate timelines, and ensure resources are in place to deliver on the plan.
2. Engage stakeholders to establish their needs for additional guidance in consideration of developing the framework for the Next Generation Dam Safety Guidelines.

3. Assess member needs for additional dam guidance, identify gaps in available documents, and develop a roadmap for closing these gaps.
4. Review and update the process by which committees produce and update guidance that reflects best Canadian and international practices and knowledge, identify existing impediments to timely delivery, and implement recommendations for process improvements by incorporating appropriate quality assurance processes and providing necessary resources and tools.

### *B.1.4 Rationale*

CDA is the only national organization that concerns itself exclusively with dams and it is the only forum for provincial regulators to convene. Providing guidance on dams is perhaps the most important function of CDA, and is the basis for our professional development program. CDA's reputation depends on maintaining up-to-date and high-quality guidance that reflects the best domestic and international knowledge and expertise.

Volunteer members of CDA's Technical Committees provide the knowledge and expertise on which the guidance publications are based. CDA needs to support the Committees so they can be effective in developing products in a timely manner while maintaining the expected high quality and consistency.

## *B.2 Member/Stakeholder Engagement*

*Actively engage members and stakeholders by reinforcing and promoting CDA's resources and value proposition.*

### *B.2.1 What Success Will Look Like*

In three years, CDA will be more widely recognized as a leading organization on all aspects of dam safety. Specifically, we will have:

- established and communicated value propositions that resonates with stakeholders

- undertaken targeted efforts to increase membership in categories and regions that are currently underrepresented
- implemented an expanded communications program to highlight our achievements and disseminate knowledge
- implemented an effective process for recruiting and engaging additional volunteers
- designed and commenced implementation of a program of regional events, and
- fostered and increased the participation of CDA members and Canadian companies in ICOLD committees and international events to realize the benefits of international knowledge, advances and opportunities.

### *B.2.2 Current Situation*

Consultation with CDA members has indicated that there is:

- interest in more regional networking activities
- desire for more frequent communications on CDA activities and industry news
- uncertainty on how volunteers can be involved in CDA activities, and
- a significant number of small owners, consultants and suppliers who may be unaware of the CDA and the value of membership.

There are opportunities to strengthen member engagement and increase membership regionally and in all categories.

### *B.2.3 Projects*

1. Document an overarching value proposition for all stakeholders that addresses the different needs of specific stakeholder groups, and considers the value and feasibility of current and additional products and services.

2. Develop and implement a targeted plan for effectively reaching out to and engaging small owners, companies, regulators and others in an effort to expand membership in these groups and regions.
3. Plan and implement an outreach and mentoring program for young professionals, universities and students that promotes careers in the dam industry and engagement in CDA.
4. Develop and implement a comprehensive communications strategy and plan for disseminating information, education, and guidance, including:
  - a. Review and implement improvements to the *CDA Bulletin*, website, *eBulletin* and social media (LinkedIn, Twitter)
  - b. Identify additional communication tools and methods for effective communication with stakeholders
  - c. Communication to specific stakeholder groups (e.g., small owners, regulators, corporations, general public) using appropriate media.
5. Develop and implement a plan to identify, engage and support volunteers.
6. Plan and implement regular networking and training events in designated regions, providing support to enable regional directors to organize such events.
7. Evaluate and develop strategic alliances with other associations and partners, for mutual benefit and pursuit of common goals.

### *B.2.4 Rationale*

Membership is the lifeblood of CDA. Efforts to explore what members value will pay dividends in terms of retaining existing members and attracting new members from all regions and categories.

Communications that help members and other stakeholders develop a better understanding of best practices related to dams will lead to safer dams, contribute to growth in membership, and positively impact CDA's reputation at home and abroad.

Outreach programs will serve to expand awareness of, and membership in, the CDA. Outreach focused on universities will encourage more graduates to consider careers in the dam industry, thereby helping to alleviate a growing shortage of qualified engineers.

Effective engagement of volunteers will expand the pool of talented individuals willing to invest time and effort in delivering the range of services offered by CDA.

## **B.3 Professional Development**

*Enhance CDA's offering and delivery of professional development related to dam safety.*

### *B.3.1 What Success Will Look Like*

In three years, CDA will have established an effective program of professional development and training related to dam safety, serving CDA members and other stakeholders. Specifically, we will have:

- developed documented policies and procedures to guide the promotion, organization and delivery of professional development products, addressing quality assurance, instructors, cost models, and potential collaboration with other organizations
- developed training packages (workshop and webinar materials) and a team of qualified instructors for the dam safety guidance publications and products developed by CDA technical committees based on member needs
- planned and delivered a program of CDA professional development events which considers the needs of various stakeholders at different levels across Canada and internationally, and
- established an online resource centre with a referral system to professional development opportunities related to dam safety, offered by CDA and others.

Professional development opportunities include conferences, symposia, technical presentations and workshops which may be offered in-person, online or in a hybrid format.

### *B.3.2 Current Situation*

Member consultation has shown a strong appreciation for the quality of CDA's existing professional development activities at annual conferences, regional events or workshops in Canada, as well as workshops in other countries. However, members have identified gaps in training and inconsistencies in availability; and the professional development program is currently being operated on an *ad hoc* basis.

*Quality Assurance Guidelines of CDA Workshops* were approved in 2019 to cover several types of CDA professional development events, but the guidelines have not been effectively communicated and implemented. We do not have clear policies and procedures for planning, developing and marketing events, contracting instructors, or measuring success. As a result, there is uncertainty among working groups, volunteers and paid staff with respect to the business model, program efficiency and effectiveness.

### *B.3.3 Projects*

1. Complete the process to fill the role of Professional Development Manager.
2. Develop policies and procedures to manage quality control and delivery of all CDA training products, including instructor qualifications, cost models, promotion, sponsorship and logistics.
3. Consult with the dam community to identify professional development needs, and in collaboration with the relevant committees, develop and implement a plan that includes:
  - a. completion of training materials for existing guidance documents,
  - b. development of new CDA materials, and
  - c. an inventory of relevant training opportunities external to CDA.
4. Develop and manage an ongoing program of professional development activities to meet stakeholders' needs.
5. Create an online resource centre for professional development opportunities related to dams, and providing links to other training resources.

### *B.3.4 Rationale*

Both formal and informal member consultation has shown a very strong interest in expanding CDA's professional development program. To satisfy this need, CDA will assess the demand for specific professional development products in different formats as well as the availability of training through existing sources. CDA's technical committees have the expertise to evaluate technical suitability and quality of external materials, just as they oversee materials produced within CDA.

By increasing the types and content of professional development opportunities and scheduling events in ways to serve the needs of stakeholder groups, we will effectively pursue the mission and goals of CDA, better satisfy member needs, and develop a more predictable revenue stream from this important service offering.

The CDA membership base is expected to broaden in response to the expanded program of professional development. In particular, this will attract members of the dam community who are currently under-represented in CDA, including small owners, young professionals and people who reside outside major urban centres.

Overall, this focus on enhancing our professional development offerings will help secure CDA's role as a key provider of training related to dams.

## *B.4 Governance and Operations*

*Develop sustainable governance and operational structures to support CDA's mission and strategic initiatives.*

### *B.4.1 What Success Will Look Like*

In three years, CDA will have increased our capacity to deliver the products and services that serve our members. Specifically, we will have:

- implemented the organizational and governance structure best suited to supporting our mission

- developed tools that enable the Board of Directors to make better, more informed decisions on annual plans and budgets, and
- developed a process that results in a comprehensive annual business plan.

### *B.4.2 Current Situation*

CDA management processes do not provide Committees and working groups with adequate direction and accountability for finances and performance.

CDA planning and reporting depends on a budgeting spreadsheet that cannot readily be updated or manipulated to account for different assumptions and provide timely monitoring. CDA has consistently budgeted for losses that have not materialized.

Board members have indicated that onboarding, governance tools, and access to important information could be improved.

In addition, it is recognized that volunteers and staff are operating at or very near capacity and that modifying the operational structure will likely be required in order to provide the products and services that members expect.

### *B.4.3 Projects*

1. Evaluate alternative organizational structures to support CDA's mission and deliver the products and services our members expect.
  - a. Prioritize existing and potential products and services on the basis of their contribution to member value.
  - b. Evaluate various ways of delivering these products and services and select the alternative that is initially affordable and ultimately sustainable.
  - c. Develop a fully costed plan and timetable for implementation over three years, with annual performance measures.
2. Build a financial model that enables management to assess the impact of various assumptions for revenues and expenses on overall financial performance.



3. Establish a process for developing an annual business plan including objectives (financial and other), financial projections, details on how results will be achieved, and performance measures.
4. Undertake a thorough examination of how best to maximize the contribution of the Board of Directors including:
  - a. clarifying the role of the Board of Directors and the Executive Committee in the ongoing operations of CDA
  - b. identifying gaps in governance knowledge and practice
  - c. updating governance documents and making them readily available
  - d. providing Directors with training to enhance their individual and collective effectiveness, and
  - e. introducing an annual evaluation of the performance of the Board and individual Directors, and establishing remedies where performance is found to be sub-standard.

#### *B.4.4 Rationale*

By ensuring that the Association is organized to deliver the quality products and services that members need and expect, CDA will be positioned to expand membership in underserved categories and regions.

Introducing a process and appropriate tools for modelling various financial assumptions will provide the Board of Directors with an ability to make more informed decisions, monitor progress, and be confident in projections.

A more effective Board of Directors coupled with a sound organization structure will contribute substantially to our ability to deliver products and services in a timely manner, effectively manage volunteers and staff, and generally engage members in the mission and overall success for the Association.

## C. APPENDICES

### *Appendix I CDA's Performance on 7 Overarching Goals*

Members responding to the online survey were asked to rate CDA's performance against seven overarching goals.

Satisfaction with CDA's Performance on 7 Goals Rank Ordered by Total of Extremely Satisfied + Very Satisfied	Don't Know / Not Sure	Dissatisfied + Somewhat Satisfied	Satisfied	Extremely + Very Satisfied
Continually improve information on, and knowledge of, dams	1.4%	13.7%	37.1%	47.8%*
Encourage responsible practices and management throughout the life cycle of dams	2.6%	12.3%	42.3%	42.8%
Contribute the Canadian perspective to the international dam community.	10.3%	12.3%	38.3%	39.1%
Foster an awareness and understanding of dams and related issues	1.7%	12.0%	47.4%	38.9%
Generate, disseminate and exchange information and knowledge related to dams	1.7%	18.3%	41.1%	38.9%
Provide broad representation of the dam community in Canada	4.9%	18.3%	40.8%	36.0%
Support the development of skills and expertise in dam disciplines	2.6%	29.7%	42.6%	25.1%

\*Read: 47.8% of respondents were *Extremely Satisfied* or *Very Satisfied* with CDA's performance on the Goal, *Continually improve information on, and knowledge of, dams*.

While a large majority of members were *Satisfied*, *Very Satisfied*, or *Extremely Satisfied* with CDA's performance against all seven Goals, the percentage who were either *Dissatisfied* or *Somewhat Satisfied* suggested three areas that deserved further consideration:

- *Support the development of skills and expertise in dam disciplines* (29.7% Dissatisfied or Somewhat Satisfied)
- *Provide broad representation of the dam community in Canada* (18.3% Dissatisfied or Somewhat Satisfied)
- *Generate, disseminate and exchange information and knowledge related to dams* (18.3% Dissatisfied or Somewhat Satisfied)

In addition, 10.2% of respondents checked *Don't Know/Not Sure* about how well the Association is doing on the Goal, *Contribute the Canadian perspective to the international dam community*.

### *Appendix II CDA's Performance on Seven Metrics*

Respondents were asked to rate the Association's performance on seven important measures of performance.

CDA's Performance Rank Ordered by Total of Strongly Agree + Very Strongly Agree	Don't Know / Not Sure	Disagree + Somewhat Agree	Agree	Strongly + Very Strongly Agree
CDA is doing an excellent job of serving the Canadian dam industry.	2.8%	7.0%	26.9%	63.3%*
CDA does an excellent job of communicating with members.	0.8%	12.9%	35.6%	50.7%
CDA's professional development workshops are content-rich and well delivered.	17.6%	6.7%	25.8%	49.9%
CDA is transparent and open about what is going on in the Association.	7.8%	16.3%	41.5%	34.4%
CDA has done an excellent job of engaging young professionals in the Association.	28.0%	19.1%	28.6%	33.9%
CDA's Central Office provides all the coordination, support and leadership our Association needs.	20.2%	13.7%	33.6%	32.5%
CDA makes it easy to volunteer.	22.9%	23.0%	35.3%	18.8%

\*Read: 68.3% of respondents *Strongly Agreed* or *Very Strongly Agreed* that, *CDA is doing an excellent job of serving the Canadian dam industry*.

While respondents were generally satisfied with CDA's performance on all but one of these measures, the number that either *Strongly* or *Very Strongly Agreed* with four of the seven metrics was relatively small:

- *CDA makes it easy to volunteer* (18.8% Strongly or Very Strongly Agree)
- *CDA's Central Office provides all the coordination, support and leadership our Association needs*. (32.5% Strongly or Very Strongly Agree)

- *CDA has done an excellent job of engaging young professionals in the Association. (33.9% Strongly or Very Strongly Agree)*
- *CDA is transparent and open about what is going on in the Association. (34.4% Strongly or Very Strongly Agree)*

Of interest, 17.6% of respondents checked *Don't Know/Not Sure* for, *CDA's professional development workshops are content-rich and well delivered.*

### *Appendix III What CDA "Should Do"*

Respondents were asked to consider 11 areas in which CDA could do more, and rate each on a 5-point Agreement Scale.

More than 50% *Strongly or Very Strongly Agreed* with six of these statements. Topping the list were:

- *CDA should do more to promote public awareness of dam safety. (59.4% Strongly or Very Strongly Agree)*
- *CDA should do more to educate and support small dam owners/operators. (58.9% Strongly or Very Strongly Agree)*
- *CDA should do more to educate and support mining/tailings dam owner/operators. (56.3% Strongly or Very Strongly Agree)*

The three least popular were:

- *CDA should do more to attract members from allied areas e.g. insurance, transportation, infrastructure, academia, etc. (30.4% Strongly or Very Strongly Agree)*
- *CDA should offer a Certification process for dam safety professionals, leading to a designation like, "Certified Dam Safety Professional." (36.6% Strongly or Very Strongly Agree)*
- *CDA should explore the opportunity to develop and sell courses on dam safety to corporations, governments, and others with a need to know and the ability to pay. (38.3% Strongly or Very Strongly Agree)*

"Should Do" Statements Rank Ordered by Total of Strongly Agree + Very Strongly Agree	Disagree + Somewhat Agree	Agree	Strongly + Very Strongly Agree
CDA should do more to promote public awareness of dam safety.	14.4%	26.2%	59.4%*
CDA should do more to educate and support small dam owners/operators.	12.1%	29.0%	58.9%
CDA should do more to educate and support mining/tailings dam owner/operators.	13.0%	30.7%	56.3%
CDA should do more to promote dam safety regulations in all provinces and territories.	14.9%	32.7%	52.4%
CDA should offer more online learning opportunities e.g., webinars, chat rooms, etc.	11.8%	36.4%	51.8%
CDA should provide access to United States Society on Dams (USSD) and the Association of State Dam Safety Officials (ASDSO) training and other resources at member rates.	14.4%	33.8%	51.8%
CDA should play a leadership role in promoting careers in the dam safety industry.	17.2%	34.4%	48.4%
CDA should do more to promote Canadian dam safety expertise internationally.	23.9%	27.9%	48.2%
CDA should explore the opportunity to develop and sell courses on dam safety to corporations, governments, and others with a need to know and the ability to pay.	29.9%	31.8%	38.3%
CDA should offer a Certification process for dam safety professionals, leading to a designation like, "Certified Dam Safety Professional."	45.1%	18.3%	36.6%
CDA should do more to attract members from allied areas e.g. insurance, transportation, infrastructure, academia, etc.	37.5%	32.1%	30.4%

\*Read: 59.4% of respondents *Strongly Agreed* or *Very Strongly Agreed* that "CDA should do more to promote public awareness of dam safety."